



VA CIO Conference Framing IT Success



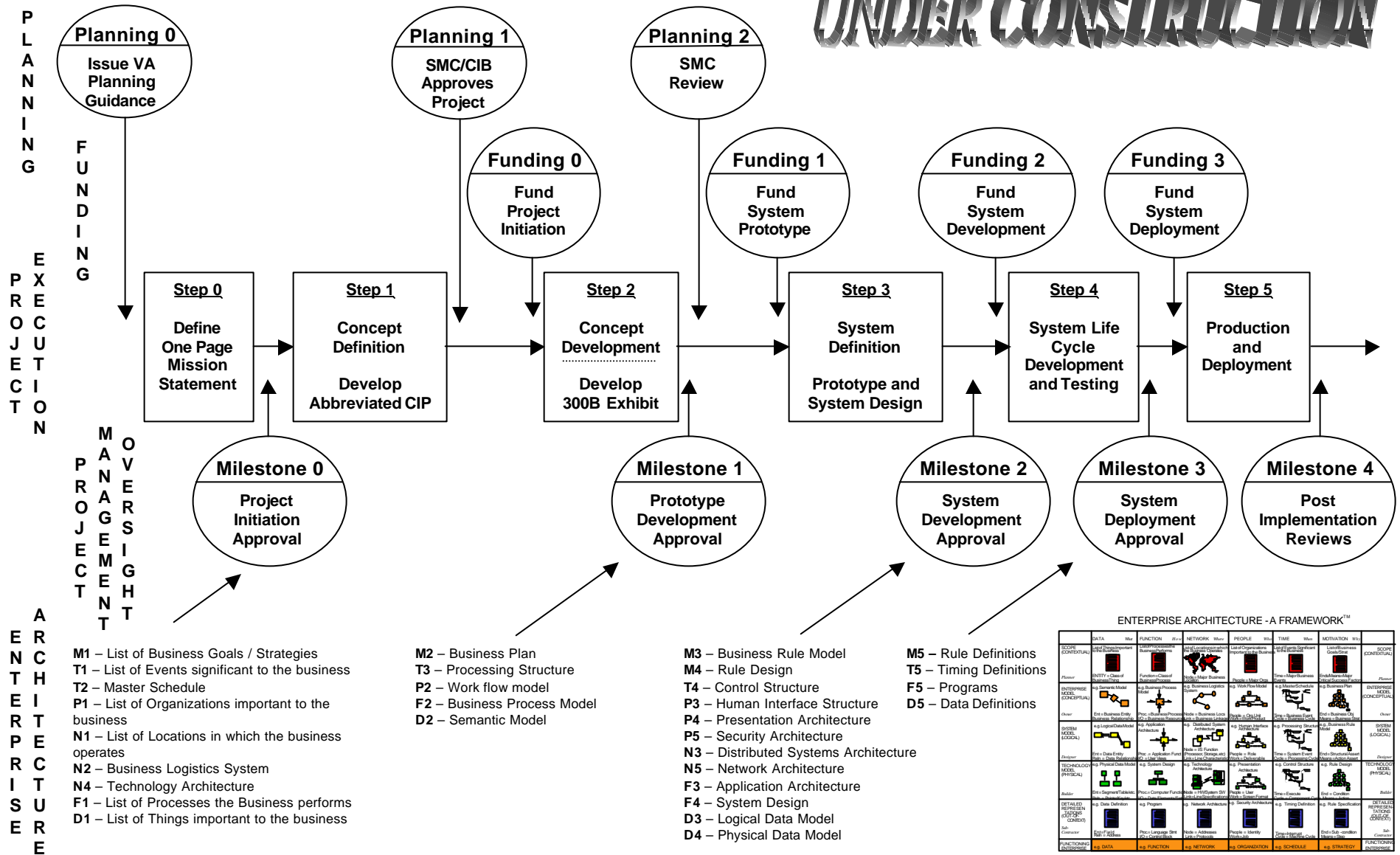
IT Project Management Oversight

Breakout Session Results
October 31, 2001



Integrated Process Flow For VA IT Projects

UNDER CONSTRUCTION



ENTERPRISE ARCHITECTURE - A FRAMEWORK™

SCOPE	DATA	FUNCTION	NETWORK	PEOPLE	TIME	MOTIVATION	SCOPED
CONCEPTUAL	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
Planner	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
ENTERPRISE MODEL (CONCEPTUAL)	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
Owner	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
SYSTEM MODEL (LOGICAL)	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
Designer	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
TECHNOLOGY MODEL (PHYSICAL)	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
Builder	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
DETAILED REPRESENTATION (CONCEPT)	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
Sub-Component	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of
FUNCTIONAL REPRESENTATION	Entity - Class of	Function - Class of	Network - Class of	People - Class of	Time - Class of	Motivation - Class of	Scoped - Class of

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Zachman Enterprise Architecture Framework Cells



Key Group Discussion Points

- Standard \$\$\$ threshold across administrations
- Complex, high \$\$\$, high risk, crosscutting, high visibility
- There is agreement with VA Integrated Process Flow
- Budget for project is for whole project in its entirety, not one part at a time



Key Group Discussion Points, cont'd

- Cost Overrrun or Underestimates
- Process for managing project priority lists
- Influencing external agencies (OMB, Congress, etc.)



Positive Impacts of Implementation

- Standardized throughout department—"One VA" with clear, understood expectations
- Clear Departmental CIO support before projects move forward
 - Less cumbersome for projects in the beginning
 - Improved credibility with Congress
- Less bureaucracy



Positive Impacts (cont'd)

- Potential for more cost-effective timely projects
- Ineffective projects can be terminated and others can be better executed
- Good system for communicating local best practices to be shared department-wide



Negative Impacts of Implementation

- Cost of educating project managers on new oversight process
- Lack of resources, i.e. people (FTE)
- Learning curve hampers the start of new projects
- “Devil in the details”: lack of knowledge of project impact on big picture may inadvertently impact other areas in the big system: EA, Cybersecurity, Communication Networks, etc.



Current State

- Underestimates
- Cost Overruns
- Projects that never die!
- Cumbersome approval process

Desired Future State

- Standardized procedure
- Less bureaucracy
- Process for communicating lessons learned
- One VA!!!



Forces Helping Implementation of Project Management Oversight

- Existing, Experienced Review Staff
- Upper Management Endorsement
- High Cost/Mission Critical Nature of IT (requires wise use of resources)



Forces Hindering Implementation of Project Management Oversight

- Resistance to change/lack of buy-in
- Territoriality/Turf Wars
- Lack of Qualified Project Managers



Critical Success Factors

- Buy-in of all participants
- Collaborative effort among all stakeholders
- Open Communication and Trust
- Technology and needs match
- Recognition for job well done
- Well-defined outcomes
- Concerns and feelings acknowledged and dealt with up-front



Critical Success Factors

- Sr. Management Support
- Good Project Leadership (No micromanaging!)
- Clear Focus
- Clear Plan with Defined Framework
- Well-defined time lines
- Persistence



Key Steps Needed for Implementation

1. Obtain Sr. Management approval of concept
2. Complete definition and documentation of Integrated Process Flow
3. Pilot the Process with Evaluation Criteria: Major, significant, other
4. Refine Process based on Pilot Outcomes and obtain final Sr. Management Approval
5. Staff and organize Program Management Office
6. Communicate Project Expectations to all involved
7. Plan, Do, Check, Act